2003 LAW DEPARTMENT COMPENSATION BENCHMARKING SURVEY

PARTICIPANT'S EXECUTIVE SUMMARY

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INTRODUCTION

HOW TO USE THIS SURVEY

Survey information is one of the most important tools of salary administration. It is not, of course, the only tool. Most employers have a formal salary administration plan that relates the pay of a position to the pay of other positions. Corporations typically have separate plans for executive and professional jobs, as compared to clerical workers and blue collar employees. Within each position, performance and length of service determine individual compensation.

A survey is used to determine an employer's position in a labor market. A labor market may cover a small or a large geographic area, depending on the attributes of the job. A labor market can cover one industry only, or it can cut across industry lines, depending upon job content. For example, the tax rules for insurance companies are unlike the tax rules that pertain to almost any other kind of corporation. Consequently, insurance tax lawyers have a specialty that is less portable outside the industry than do corporate tax lawyers in general. Patent lawyers (who are not covered by this study) each tend to have a technical specialty. The demand for patent lawyers with an organic chemistry background may differ from the demand for patent lawyers with an electrical engineering background, and compensation, therefore, will naturally vary with demand. In contrast to both insurance tax lawyers and patent lawyers, labor specialists are likely to be able to move from industry to industry.

No survey can measure all of the special requirements and duties that distinguish one specific position from another. However, survey data can enable an employer to position lawyer compensation within an industry and a region. It cannot be the sole factor used to fix individual compensation rates, since each lawyer's day-to-day responsibilities, training, length of employment and performance, as well as the internal equities of a corporate compensation system, will impact each specific salary and bonus decision.

Therefore, you will want to match your own department and position characteristics as closely as possible with the variables listed in the Methodology section.

Special Reports

The statistical analyses in this survey are designed to be the most usable to the wide variety of participants. We are often asked, however, to produce a more precisely defined set of statistics that suit a particular company's analytical needs. If you are interested in such a study, or have any questions or comments regarding this survey, please call Dan DiLucchio, Principal, Altman Weil Publications, Inc. at (610) 886-2000.

HOW THE REPORT IS ORGANIZED

This year, in order to facilitate ease of use, we organized the survey into six major sections. The first section labeled *Methodology* defines terminology used throughout this survey as well as general information about the database and statistical analysis techniques. The second section labeled *Departments* includes demographics and analysis on the law departments included in this survey. The next two sections—Management Positions and Non-Management Positions, contains salary, bonus and total cash compensation analysis on the individual attorney by type of position. Furthermore, analysis is also provided for long-term cash incentive plans, stock options and restricted stock options. All compensation data, grouped by position, is then stratified using the following independent variables that comprise the subsections of this survey.

Subsections

- Region
- Consolidated Metro Area
- Years in Position
- Maturity
- Size of Company
- Annual Sales Revenue
- Area of Specialization
- Type of Industry
- Size of Law Department
- Officers
- Type of Ownership
- New Hires
- Type of Organization
- One Lawyer Departments
- Use of Hay Salary Plan

The fifth section contains two appendices. Appendix A includes selected pages from the *2002 Survey of Law Firm Economics*, copyright© 2002 by Altman Weil Publications, Inc. Income and compensation data is for calendar year 2001. Please read the foreword to this appendix carefully prior to making any comparisons. Appendix B is a listing of survey participants. The last section includes a copy of the mailed questionnaire.

TERMS AND DEFINITIONS

In order to obtain maximum value from this survey, it is important to understand what the information means and how to best use it. Following are definitions of some of the variables used in this survey.

Salary

Salary is the employee's annual salary as of May 1, 2002.

Bonus

Bonus defines the cash bonus that the employee was awarded for 2001 performance, regardless of the time of payment. The values of long term incentives, stock options or retirement plan contributions are **not included**. Those employees with bonus amounts of $0 are also **not included** in this analysis.

Total Cash Compensation

Total cash compensation is salary plus cash bonus, **including** those employees with bonus amounts of $0.

Long Term Incentives/Stock Options/Restricted Stock Options

Long-term cash incentive plan analysis includes payouts received during the twelve-month period ending May 1, 2002. Stock options include non-qualified stock options and incentive stock options granted during this same time frame. Restricted stock options are reported separately. The value of stock options is presented using the fair market value on day of grant. Black-Scholes analysis for stock options is also reported, based on participant provided evaluations.

Position Codes

This survey uses a Taft-Hartley type of definition for management. In editing the information received from participating companies, we must constantly guard against the tendency to over-classify lawyer-manager positions, since over-classification will distort compensation. Below are the position classification codes used.

00 CHIEF LEGAL OFFICER

Heads corporate legal function for the parent company, or heads subsidiary of foreign-owned company if there is a separate Board of Directors. Department may be either centralized or decentralized. **Persons with dual responsibilities, such as law and finance, or law and administration, are excluded**.

10 DEPUTY CHIEF LEGAL OFFICER

An individual who shares law department-wide management responsibilities with, and reports to, the Chief Legal Officer, and who acts for him or her during absences. Supervises more than one Managing Attorney. (Requires at least three levels of management in the department.) This position does not exist in many departments.

20 DIVISION (OR GROUP) CHIEF LEGAL OFFICER

This person may report in a solid line to either the Chief Legal Officer or Deputy Chief Legal Officer of the parent corporation or to the Manager or President of a subsidiary or major operating unit organized by product (not by legal specialty). Responsible for law departmental budget or operating unit legal budget. Generally responsible for departmental human resources/employment matters. Usually supervises subordinate lawyer-managers.

31 MANAGING ATTORNEY

Exercises management supervision over several salaried lawyers, including responsibility to recommend promotion or retention. Usually heads a group of lawyers organized along lines of legal specialization or company components. Usually performs legal work. May act for the Chief Legal Officer, if absent, in departments with two levels of management.

32 HIGH LEVEL SPECIALIST

An experienced, high-level legal specialist considered to be on a dual ladder career track comparable to a managing position in an important phase of the company's legal work. This person regularly deals with members of senior management on legal problems in his/her area of expertise. May train less experienced attorneys, but is not a supervisor in the sense that he/she does not recommend continued employment, salary adjustments or promotions. May be assigned other attorneys on a case-by-case basis. Generally has 12 or more years of experience.

41 SENIOR ATTORNEY

Requires eight or more years of experience. This position includes all lawyers not on a management or high level specialist level. The senior attorney may train and supervise younger lawyers on a day-to-day basis. May report to any level of management, depending on departmental organization, but most often reports to a Managing Attorney or Division Group Counsel.

42 ATTORNEY

Requires four or more years of experience. This position may train, but is unlikely to supervise, younger lawyers on a day-to-day basis. Work performed requires independent judgment and often involves direct client contact.

43 STAFF ATTORNEY

Entry level attorney with at least one year of experience. This position would not supervise or train other lawyers. Generally performs routine legal work and is closely supervised by more experienced attorneys. Also see Code 50, Recent Law School Graduate.

50 RECENT LAW SCHOOL GRADUATE

An individual who graduated from law school within the past year and who is employed in a professional capacity, irrespective of admission to practice in an appropriate jurisdiction.

Region

Region represents the geographic location of employee's position and is defined as follows:

- **New England**
- **Middle Atlantic**
- **South Atlantic**
- **East South Central**
- **West South Central**
- **East North Central**
- **West North Central**
- **Mountain**
- **Pacific**

See map at end of section for regional assignments. In some sections, analysis includes stratifications using Consolidated Metropolitan Statistical Areas as defined by the U.S. Census Bureau.

Company Size

Company size was collapsed into the following categories according to the number of U.S. employees:

- **1,000 or Less**
- **1,001 to 5,000**
- **5,001 to 10,000**
- **10,001 to 20,000**
- **Over 20,000**

Annual Sales Revenue

Annual sales revenue from participant's last complete fiscal year is reported in the following categories:

- **$3 Million or Less**
- **Over $3 Million to $1 Billion**
- **Over $1 Billion to $5 Billion**
- **Over $5 Billion to $10 Billion**
- **Over $10 Billion**

Department Size

Department size is the number of full-time equivalent salaried lawyers employed as such by the company. Department size is presented grouped as follows:

- **2 to 10 Lawyers**
- **11 to 25 Lawyers**
- **Over 25 Lawyers**

Department size impacts all positions in some manner, but it particularly impacts the position of Chief Legal Officer, Deputy Legal Officer and Division Chief Legal Officer.

It is generally accepted that a Chief Legal Officer who directs a large group of lawyers will be paid more than the head of a small law department. Therefore, in comparing senior management positions, consideration of department size is particularly important.

Ownership

Another important measure in examining the compensation of the Chief Legal Officer position is the form of ownership of the enterprise. We categorized ownership as follows:

- **Publicly Held or Mutual Company**
- **Privately Held Company**
- **Subsidiary/Division/Joint Venture**
- **Not-for-Profit/Government**
- **Other**

Organization

The survey categorizes organizations three ways:

- **Centralized** departments are those in which the bulk of activities and personnel report in direct line to the Chief Legal Officer.
- **Decentralized** / **Mixed** departments are those in which lawyers are assigned to subsidiaries and operational units that are physically dispersed with either indirect or direct reporting relationship to company headquarters.
- **Solo**

Hay Salary Administration Plan

Analyses of compensation differ between employers who operate under a Hay Salary Administration Plan and other employers. This information is especially useful for the many participating employers operating under such plans.

Number of Years in Position

The length of time spent in a position can have a major impact in compensation. Experience is a factor across all positions. Wherever possible, we analyzed data using the following stratifications:

- **One year or less**
- **2 to 5 years**
- **6 to 10 years**
- **11 to 15 years**
- **16 to 20 years**
- **Over 20 years**

Maturity

Just as length of time in position impacts compensation, length of professional experience is also a major factor in the compensation of the attorney positions. Maturity is defined in this survey as **Year Admitted to Bar**--the actual year in which the employee was first admitted to the bar of any jurisdiction. Maturity has little impact on jobs at the management level. In management positions, the number of positions supervised, budget responsibility, and the overall importance of the professional assignment of the group are the important factors.

We categorized maturity as follows:

- **Before 1972**
- **1972 – 1976**
- **1977 – 1981**
- **1982 – 1986**
- **1987 – 1991**
- **1992 – 1996**
- **1997 – 2000**
- **2001 – 2002**

Practice Specialty Codes

The following specialty codes were given to all employees**,** to determine the impact the market supply/demand has on attorney compensations. A practice specialty is where you concentrate the majority of your efforts. Legal specialties for lawyers were divided into **Non-Litigation**, **Litigation** and **Generalist** categories. For example, international is coded "114", while international litigation is coded "214".

Non-Litigation		Litigation	
100	Administrative/Legislative/ Regulatory	**200**	Anti-trust
101	Banking	**201**	Bankruptcy
102	Bankruptcy	**202**	Collections
103	Collections	**203**	Commercial/Contract
104	Commercial/Contracts	**205**	Education
105	Education	**206**	Insured Defense
106	Employee Benefits (ERISA)	**207**	Self-insured Defense
107	Employment	**208**	Employee Benefits (ERISA)
108	Environmental	**209**	Employment
110	General Business	**210**	Environmental
111	Health Care	**212**	Health Care
112	Insurance	**213**	Intellectual Property
113	Intellectual Property	**214**	International
114	International	**215**	Labor/Collective Bargaining (Mgmt.)
115	Labor/Collective Bargaining (Mgmt.)	**216**	Labor/Collective Bargaining (Union)
116	Labor/Collective Bargaining (Union)	**217**	Maritime
117	Maritime	**218**	Natural Resources
118	Mergers/Acquisitions	**219**	Personal Injury
119	Municipal Finance	**220**	Products Liability
120	Natural Resources	**221**	Real Estate
121	Real Estate	**222**	Securities
122	Securities	**223**	Taxation
123	Taxation	**224**	Trusts/Estates/Probate
124	Trusts/Estates/Probate	**225**	Workers' Compensation
125	Utilities	**226**	Other Litigation Specialties
126	Other Specialties	**227**	Multiple Litigation Specialties
127	Multiple Specialties		
		300	Generalist

Specialty codes are combined in some analyses as follows:

Non-litigation Specialties

- **Administrative/Legislative/Regulatory** - Code (100)
- **Banking** - Code (101)
- **Business** - Code (110)
- **Commercial/Contracts** - Code (104)
- **Employee Benefits** - Code (106)
- **Employment** - Code (107)
- **Environmental/Resources/Utilities** - Codes (108/120/125)
- **Health Care** - Code (111)
- **Insurance** - Code (112)
- **International** - Code (114)
- **Mergers/Acquisitions** - Code (118)
- **Real Estate** - Code (121)
- **Securities** - Code (122)
- **Taxation** - Code (123)
- **Multiple Non-Litigation Specialties** - Code (127)
- **Other Non-litigation Specialties** - Codes (102/103/105/115/116/117/119/124/126)

Litigation

- **Business** - Codes (200/201/202/203/222/223)
- **Employment/Benefits/Labor/Workers' Comp** - Codes (208/209/215/216/225)
- **Insured Defense** - Code (206)
- **Personal Injury/Product Liability** - Codes (219/220)
- **Multiple Litigation Specialties** - Code (227)
- **Other Litigation Specialties** - Codes (205/207/210/212/214/217/218/221/224/226)

Industry

Industry classifications are based on the 2002 North American Industry Classification System (NAICS) codes. We combined categories of classifications as follows and labeled analysis **Detailed Industry**:

NAICS Codes:

• 2200	Electric/Gas/Water Utilities
• 3240/3250/3260	Petroleum/Chemical/Plastics/Rubber Manufacturing
• 3340/3350	Computer/Electronic/Electrical Manufacturing
• 3100 thru 3230, • 3270 thru 3330, • 3360 thru 3390	Other Manufacturing
• 4200	Wholesale Trade
• 4400/4500	Retail Trade
• 4800/4900	Transportation
• 5100	Information
• 5200 thru 5230, 5250	Finance
• 5240	Insurance
• 5400	Professional/Scientific/Technical Services
• 6200	Health Care Services
• 5500/5600/6100/7100 7200/8100	Other Services
• All Others	Other Industry

There are some instances were we combined these codes even further into **Industry**:

NAISC Codes:

• 2200	Utilities
• 3100 thru 3300	Manufacturing
• 4200/4400 thru 4500	Wholesale/Retail Trade
• 5200	Finance/Insurance
• 5400 thru 8100	Services
• All others	Other

INFORMATION ABOUT THE DATABASE

This study is undertaken annually. An invitation to participate was sent to a selected group of corporations during June 2002. These are companies which are: ACCA members; have had prior contact with Altman Weil, through its programs or consultation and seminars; or have subscribed to our newsletter or other survey products. We also utilized various law department leadership mailing lists. In addition, past participants and purchasers of this survey were invited to provide data.

Characteristics of the Survey

This is a study of the compensation of lawyers employed by business corporations and institutions in the United States. Patent lawyers are excluded from the compensation analysis.

A total of 404 employers provided compensation information. We utilized 324 employers to tabulate compensation on 7,062 lawyers. One lawyer departments were **excluded** from all tables, except where specifically indicated. There were 80 one lawyer departments analyzed in these specially noted tables. Analysis is also shown separately for new hires and officers designated positions. These groupings of individuals are **included** in all other tables.

Effect of Sample Variation on Data

Since the mix of survey participants changes from year to year, care should be taken when comparing general survey information with that of previous years. A list of participants in included in the *Appendices* section.

STATISTICAL TERMS AND DEFINITIONS

The statistical terms used in the survey are defined below and illustrated in the example.

Quartiles

Quartiles are the percentage points that break down the data set into quarters—first quarter, second quarter, third quarter, and fourth quarter. The first quartile, or lower quartile, is the 25th percentile point. It is the point below which lie one-quarter of the data. The second quartile is the 50th percentile or median. The median is the point below which lie half the data. The third quartile, or upper quartile, is the 75th percentile point. It is that point below which three quarters of the data.

Deciles

In some tables the ninth decile or 90th percentile is also shown. It is the point below which lie 90% of the data. Conversely, 10% of the data lies above this point.

Average

The average (or mean) is the total value of all observations divided by the number of observations. It is important to note that in the analysis of compensation data, the average is not a good measure of comparison. The average is very sensitive to outliers, and may be seriously distorted by only a very few outliers (see example on next page). Please use caution when applying the average to your individual comparisons; the median is the preferred statistical measure.

Employee Number	Salary	
1	450,000	
2	85,000	
3	80,000	Upper Quartile or 75th percentile
4	75,000	
5	70,000	
6	65,000	Median or 50th percentile
7	60,000	
8	55,000	
9	50,000	Lower Quartile or 25th percentile
10	45,000	
11	40,000	

Average is 97,727
Median is 65,000

Weighted Data

All averages used in this survey are computed using the weighted method.

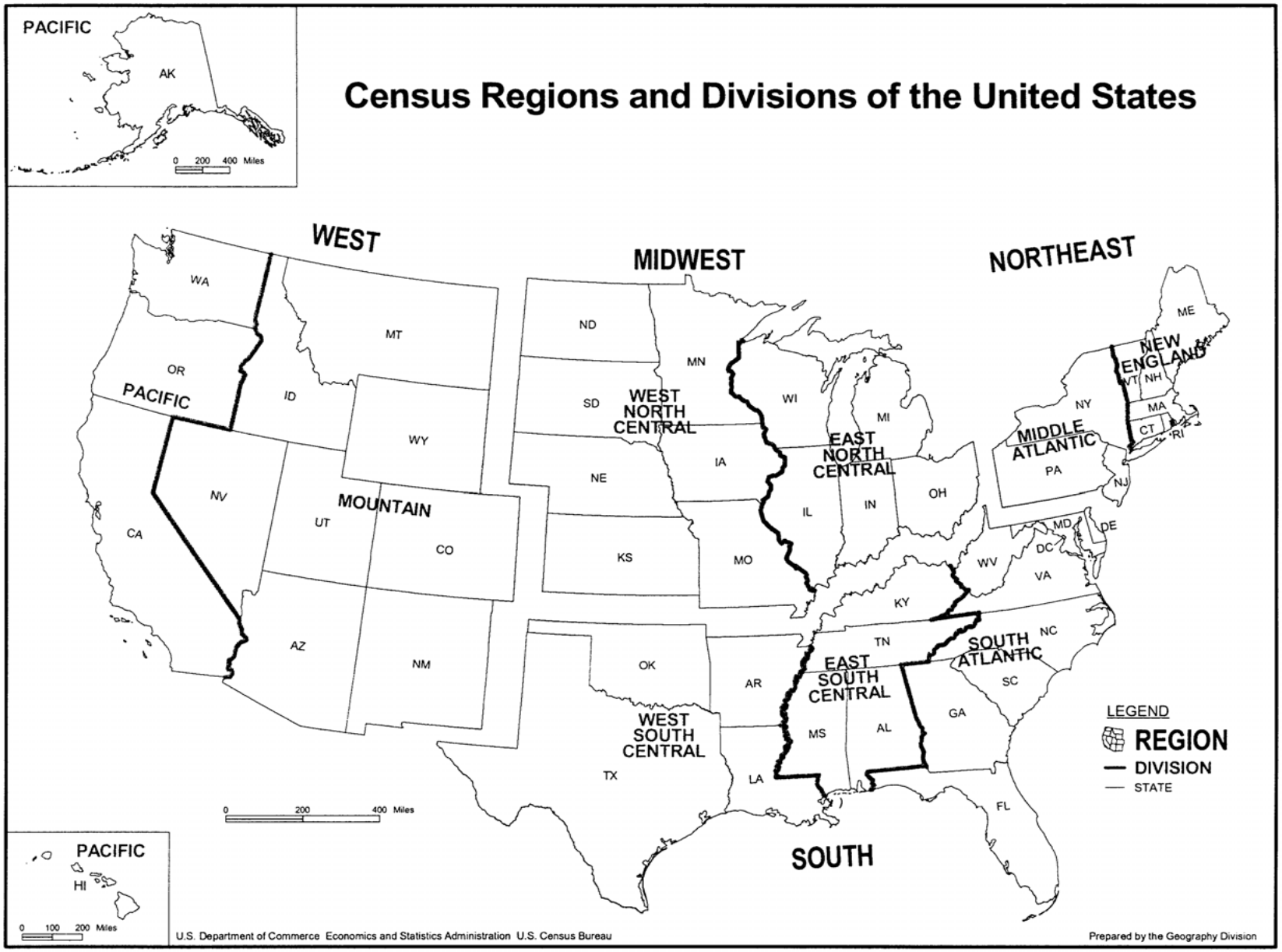
Weighted data are analogous to the House of Representatives (i.e., states have more or less representation based on their size); unweighted data are like the Senate (i.e., each state has the same representation).

Weighted data computations use the number of lawyers with each employer as part of the calculation (e.g., an employer with five lawyers gets a weight of five while an employer with 75 gets a weight of 75). For example, in calculating weighted averages for salaries, all lawyers at one position are counted, salaries for all lawyers at that position are summed, then the total for salaries is divided by the total number of lawyers.

Confidentiality/Antitrust Concerns

No individual information is shown in order to ensure the confidentiality of participants. Where there are fewer than five employers or seven persons, no data are reported. Medians are shown for eleven or more positions. Quartiles and ninth decile information is only reported for seventeen or more positions. In instances where the sample size is not sufficient to draw conclusions a dash is inserted in the table. The number of employers and positions analyzed is reported in each table.

In continuing our tradition of high quality compensation surveys, we added additional features this year to address antitrust concerns. Specifically, no employer's data represents more than 25 percent weighted basis of a given statistic.


Census Regions and Divisions of the United States
WEST
MIDWEST
NORTHEAST
SOUTH
PACIFIC
MOUNTAIN
WEST NORTH CENTRAL
EAST NORTH CENTRAL
NEW ENGLAND
MIDDLE ATLANTIC
WEST SOUTH CENTRAL
EAST SOUTH CENTRAL
SOUTH ATLANTIC
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LEGEND
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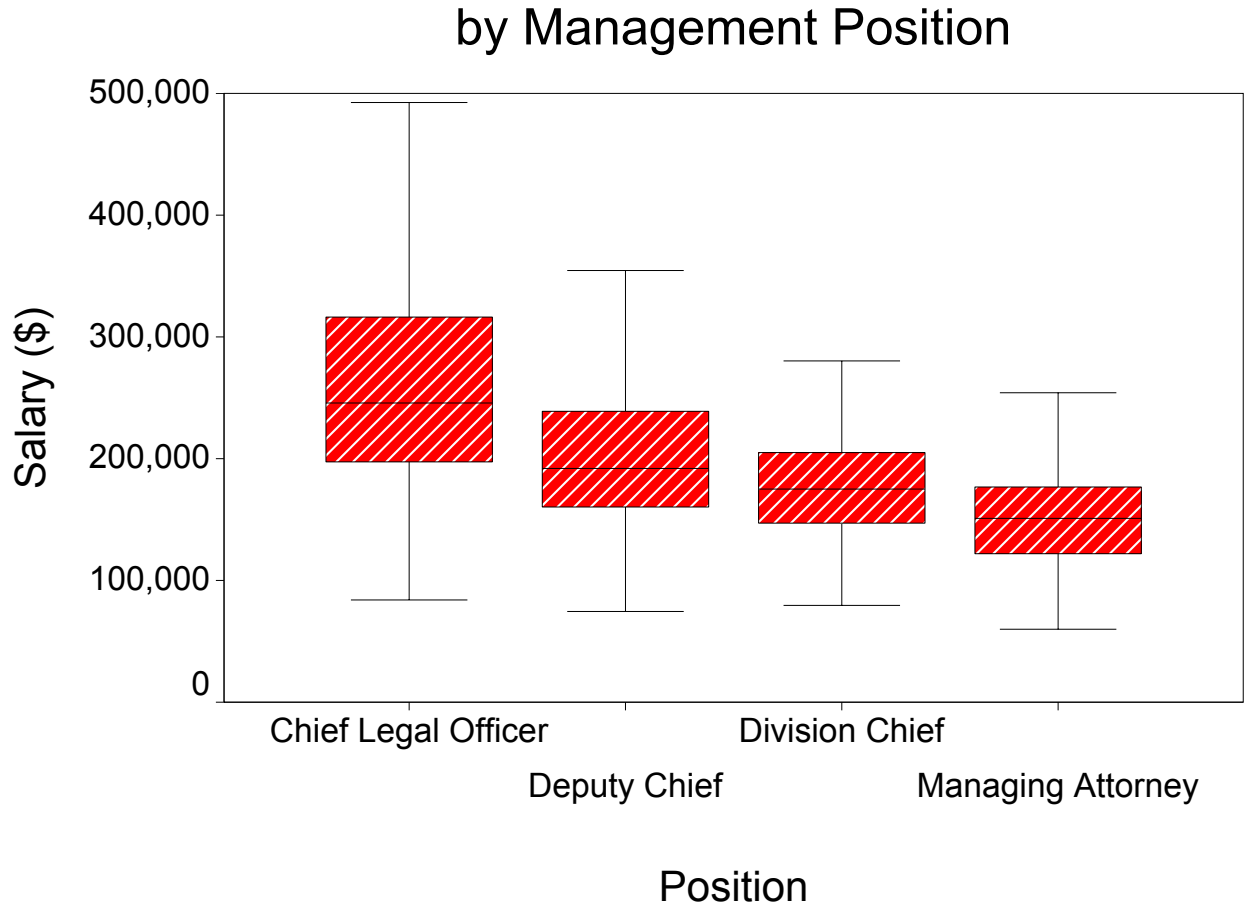
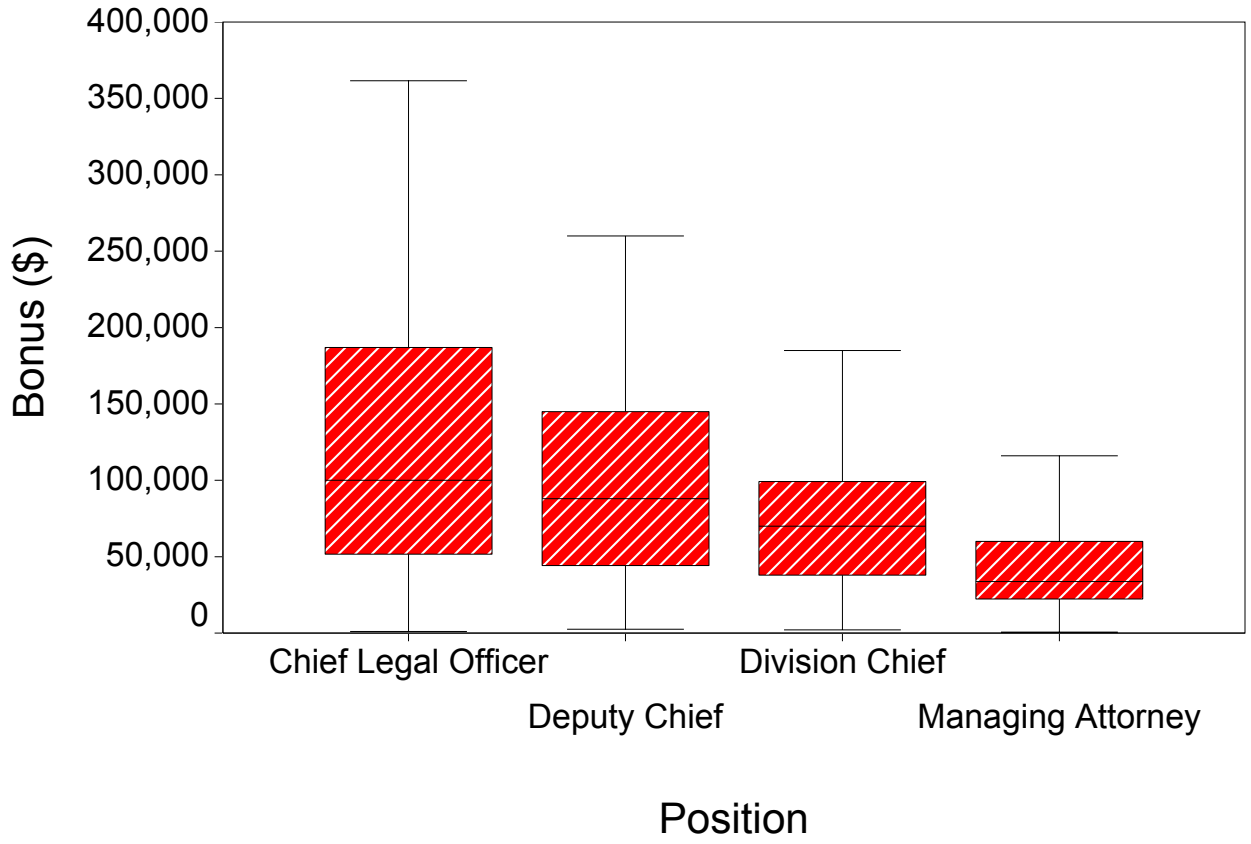


Summary plot based on the median, quartiles, and extreme values. The box represents the interquartile range which contains the 50% of values. The whiskers are lines that extend from the box to the highest and lowest values, excluding outliers. A line across the box indicates the median.

Bonus

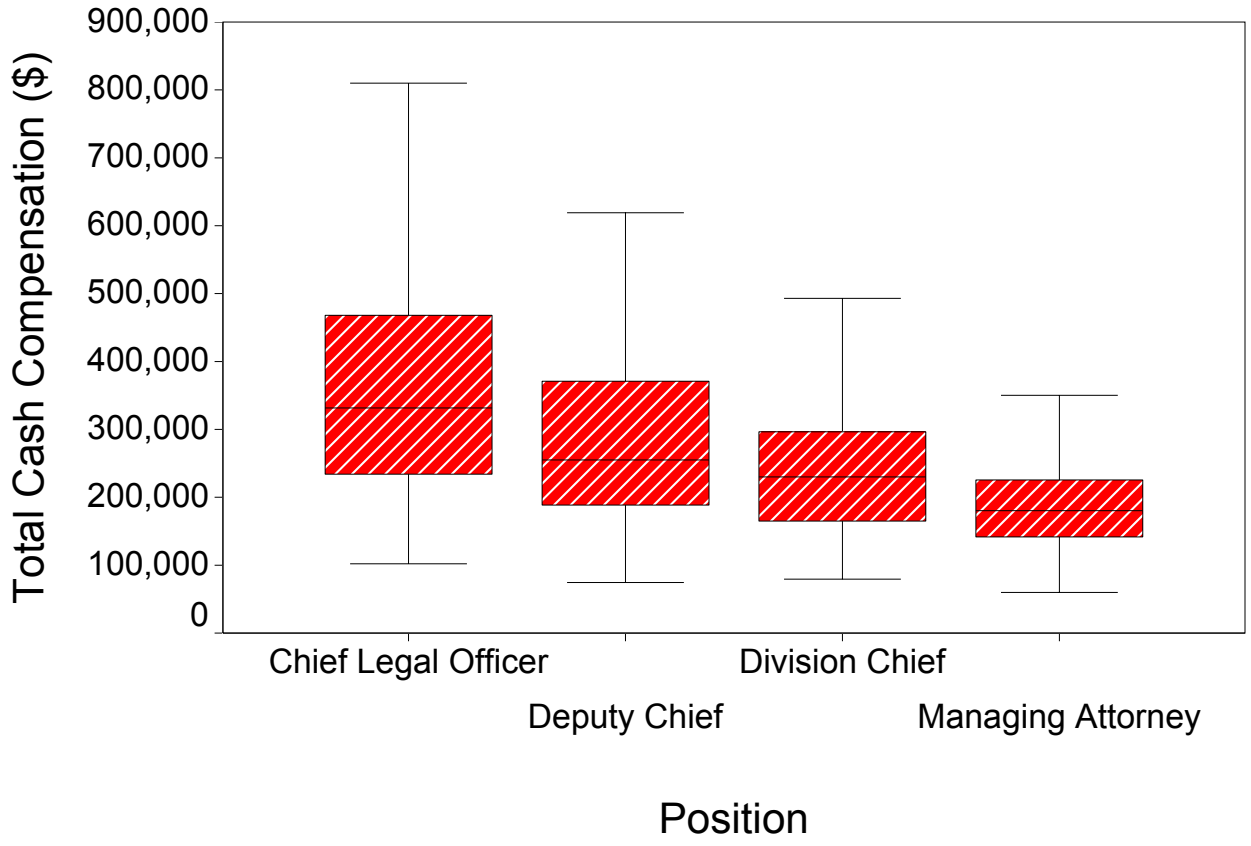
by Management Position



Summary plot based on the median, quartiles, and extreme values. The box represents the interquartile range which contains the 50% of values. The whiskers are lines that extend from the box to the highest and lowest values, excluding outliers. A line across the box indicates the median.

Total Cash Compensation

by Management Position



Summary plot based on the median, quartiles, and extreme values. The box represents the interquartile range which contains the 50% of values. The whiskers are lines that extend from the box to the highest and lowest values, excluding outliers. A line across the box indicates the median.

CHANGE IN AVERAGE SALARY

National

		Average Salary 2001	Average Salary 2002	Adjusted Change 01/02*
Position	Chief Legal Officer	$263,295	$267,500	.35%
	Deputy Chief	$205,224	$200,000	-3.74%
	Division Chief	$179,408	$179,100	-1.40%
	Managing Attorney	$157,178	$151,800	-4.61%

CHANGE IN AVERAGE BONUS

National

		Average Bonus 2001	Average Bonus 2002	Adjusted Change 01/02
Position	Chief Legal Officer	$145,750	$160,700	8.90%
	Deputy Chief	$92,324	$111,400	19.18%
	Division Chief	$73,999	$84,400	12.66%
	Managing Attorney	$41,808	$50,300	18.84%

CHANGE IN AVERAGE TOTAL CASH COMPENSATION

National

		Average Total Cash Compensation 2001	Average Total Cash Compensation 2002	Adjusted Change 01/02
Position	Chief Legal Officer	$377,961	$398,100	4.04%
	Deputy Chief	$283,837	$289,500	.74%
	Division Chief	$240,283	$245,700	1.00%
	Managing Attorney	$194,035	$192,500	-2.01%

*The Adjusted Change column indicates the percent change in average compensation between two years adjusting the dollars using the Consumer Price Index (CPI). For example, the percent change between 2001 and 2002 adjusts the 2001 dollar amounts to reflect the amount in 2002 dollars prior to calculating the percentage change.

CHIEF LEGAL OFFICER

National
Salary

	Number of Employers	Salary					
		Number of Positions Reported	Average $(000)	Lower Quartile $(000)	Median $(000)	Upper Quartile $(000)	Ninth Decile $(000)
Chief Legal Officer	265	271	267.5	196.6	245.7	317.5	415.2

CHIEF LEGAL OFFICER

National
Bonus

	Number of Employers	Bonus					
		Number of Positions Reported	Average $(000)	Lower Quartile $(000)	Median $(000)	Upper Quartile $(000)	Ninth Decile $(000)
Chief Legal Officer	211	217	160.7	50.8	100.0	189.2	350.0

CHIEF LEGAL OFFICER

National
Total Cash Compensation

	Number of Employers	Total Cash Compensation					
		Number of Positions Reported	Average $(000)	Lower Quartile $(000)	Median $(000)	Upper Quartile $(000)	Ninth Decile $(000)
Chief Legal Officer	262	268	398.1	232.6	331.5	469.0	690.8

DEPUTY CHIEF LEGAL OFFICER

National
Salary

	Number of Employers	Salary					
		Number of Positions Reported	Average $(000)	Lower Quartile $(000)	Median $(000)	Upper Quartile $(000)	Ninth Decile $(000)
Deputy Chief	88	171	200.0	160.0	192.0	240.0	266.0

DEPUTY CHIEF LEGAL OFFICER

National
Bonus

	Number of Employers	Bonus					
		Number of Positions Reported	Average $(000)	Lower Quartile $(000)	Median $(000)	Upper Quartile $(000)	Ninth Decile $(000)
Deputy Chief	67	130	111.4	44.0	87.9	145.2	218.0

DEPUTY CHIEF LEGAL OFFICER

National
Total Cash Compensation

	Number of Employers	Total Cash Compensation					
		Number of Positions Reported	Average $(000)	Lower Quartile $(000)	Median $(000)	Upper Quartile $(000)	Ninth Decile $(000)
Deputy Chief	85	164	289.5	188.0	254.9	371.3	464.2

DIVISION CHIEF LEGAL OFFICER

National
Salary

	Number of Employers	Salary					
		Number of Positions Reported	Average $(000)	Lower Quartile $(000)	Median $(000)	Upper Quartile $(000)	Ninth Decile $(000)
Division Chief	111	313	179.1	146.4	175.0	205.0	245.0

DIVISION CHIEF LEGAL OFFICER

National
Bonus

	Number of Employers	Bonus					
		Number of Positions Reported	Average $(000)	Lower Quartile $(000)	Median $(000)	Upper Quartile $(000)	Ninth Decile $(000)
Division Chief	95	247	84.4	37.9	70.0	99.6	142.2

DIVISION CHIEF LEGAL OFFICER

National
Total Cash Compensation

	Number of Employers	Total Cash Compensation					
		Number of Positions Reported	Average $(000)	Lower Quartile $(000)	Median $(000)	Upper Quartile $(000)	Ninth Decile $(000)
Division Chief	111	313	245.7	162.5	230.0	296.5	365.9

MANAGING ATTORNEY

National
Salary

	Number of Employers	Salary					
		Number of Positions Reported	Average $(000)	Lower Quartile $(000)	Median $(000)	Upper Quartile $(000)	Ninth Decile $(000)
Managing Attorney	155	847	151.8	121.8	151.0	176.8	202.4

MANAGING ATTORNEY

National
Bonus

	Number of Employers	Bonus					
		Number of Positions Reported	Average $(000)	Lower Quartile $(000)	Median $(000)	Upper Quartile $(000)	Ninth Decile $(000)
Managing Attorney	131	685	50.3	22.2	33.8	60.0	98.5

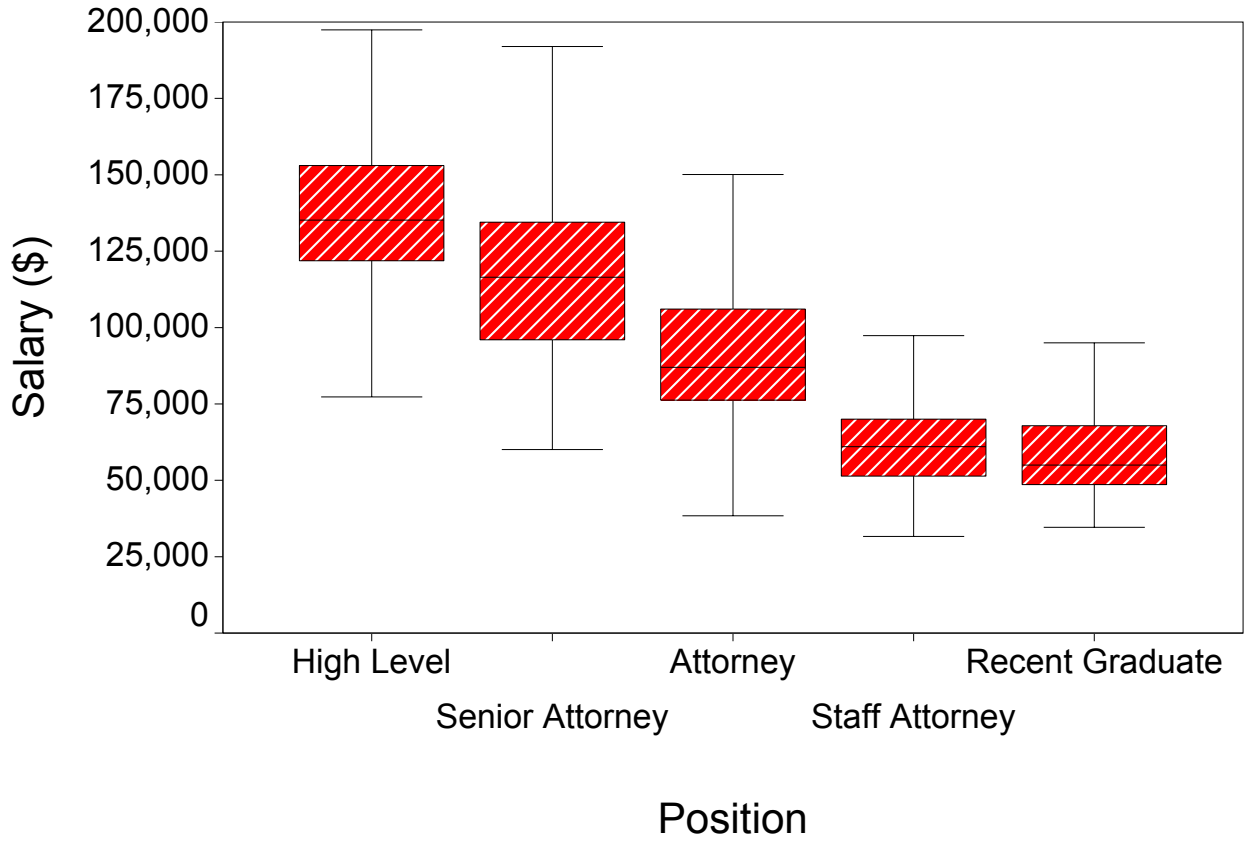
MANAGING ATTORNEY

National
Total Cash Compensation

	Number of Employers	Total Cash Compensation					
		Number of Positions Reported	Average $(000)	Lower Quartile $(000)	Median $(000)	Upper Quartile $(000)	Ninth Decile $(000)
Managing Attorney	155	847	192.5	141.7	180.3	225.7	290.5

Salary

by Non-Management Positions



Summary plot based on the median, quartiles, and extreme values. The box represents the interquartile range which contains the 50% of values. The whiskers are lines that extend from the box to the highest and lowest values, excluding outliers. A line across the box indicates the median.

Bonus

by Non-Management Positions

Summary plot based on the median, quartiles, and extreme values. The box represents the interquartile range which contains the 50% of values. The whiskers are lines that extend from the box to the highest and lowest values, excluding outliers. A line across the box indicates the median.

Total Cash Compensation

by Non-Management Positions

Summary plot based on the median, quartiles, and extreme values. The box represents the interquartile range which contains the 50% of values. The whiskers are lines that extend from the box to the highest and lowest values, excluding outliers. A line across the box indicates the median.

CHANGE IN AVERAGE SALARY
National

		Average Salary 2001	Average Salary 2002	Adjusted Change 01/02*
Position	High Level Specialist	$138,434	$139,000	-.82%
	Senior Attorney	$120,473	$117,700	-3.50%
	Attorney	$95,744	$92,100	-4.99%
	Staff Attorney	$69,546	$63,000	-10.52%
	Recent Graduate	$63,091	$58,100	-9.04%

CHANGE IN AVERAGE BONUS
National

		Average Bonus 2001	Average Bonus 2002	Adjusted Change 01/02
Position	High Level Specialist	$30,982	$31,100	-.85%
	Senior Attorney	$21,186	$23,000	7.23%
	Attorney	$14,467	$15,000	2.41%
	Staff Attorney	$10,485	--	--
	Recent Graduate	$7,545	--	--

CHANGE IN AVERAGE TOTAL CASH COMPENSATION
National

		Average Total Cash Compensation 2001	Average Total Cash Compensation 2002	Adjusted Change 01/02
Position	High Level Specialist	$164,326	$166,400	.02%
	Senior Attorney	$137,040	$136,800	-1.40%
	Attorney	$104,774	$100,200	-5.54%
	Staff Attorney	$74,097	$65,300	-12.95%
	Recent Graduate	$65,858	$60,000	-10.01%

*The Adjusted Change column indicates the percent change in average compensation between two years adjusting the dollars using the Consumer Price Index (CPI). For example, the percent change between 2001 and 2002 adjusts the 2001 dollar amounts to reflect the amount in 2002 dollars prior to calculating the percentage change.

HIGH LEVEL SPECIALIST

National
Salary

	Number of Employers	Salary					
		Number of Positions Reported	Average $(000)	Lower Quartile $(000)	Median $(000)	Upper Quartile $(000)	Ninth Decile $(000)
High Level Specialist	156	1,024	139.0	121.9	135.2	153.0	173.3

HIGH LEVEL SPECIALIST

National
Bonus

	Number of Employers	Bonus					
		Number of Positions Reported	Average $(000)	Lower Quartile $(000)	Median $(000)	Upper Quartile $(000)	Ninth Decile $(000)
High Level Specialist	133	896	31.1	15.9	25.7	42.6	60.2

HIGH LEVEL SPECIALIST

National
Total Cash Compensation

	Number of Employers	Total Cash Compensation					
		Number of Positions Reported	Average $(000)	Lower Quartile $(000)	Median $(000)	Upper Quartile $(000)	Ninth Decile $(000)
High Level Specialist	153	1,020	166.4	138.4	160.3	188.5	220.7

SENIOR ATTORNEY

National
Salary

	Number of Employers	Salary					
		Number of Positions Reported	Average $(000)	Lower Quartile $(000)	Median $(000)	Upper Quartile $(000)	Ninth Decile $(000)
Senior Attorney	232	2,036	117.7	96.0	116.5	134.5	153.4

SENIOR ATTORNEY

National
Bonus

	Number of Employers	Bonus					
		Number of Positions Reported	Average $(000)	Lower Quartile $(000)	Median $(000)	Upper Quartile $(000)	Ninth Decile $(000)
Senior Attorney	185	1,683	23.0	9.0	17.8	29.2	45.0

SENIOR ATTORNEY

National
Total Cash Compensation

	Number of Employers	Total Cash Compensation					
		Number of Positions Reported	Average $(000)	Lower Quartile $(000)	Median $(000)	Upper Quartile $(000)	Ninth Decile $(000)
Senior Attorney	229	2,025	136.8	104.0	130.0	159.9	193.8

ATTORNEY

National
Salary

	Number of Employers	Salary					
		Number of Positions Reported	Average $(000)	Lower Quartile $(000)	Median $(000)	Upper Quartile $(000)	Ninth Decile $(000)
Attorney	200	1,790	92.1	76.2	87.0	106.1	125.0

ATTORNEY

National
Bonus

	Number of Employers	Bonus					
		Number of Positions Reported	Average $(000)	Lower Quartile $(000)	Median $(000)	Upper Quartile $(000)	Ninth Decile $(000)
Attorney	141	958	15.0	5.3	8.8	17.5	32.1

ATTORNEY

National
Total Cash Compensation

	Number of Employers	Total Cash Compensation					
		Number of Positions Reported	Average $(000)	Lower Quartile $(000)	Median $(000)	Upper Quartile $(000)	Ninth Decile $(000)
Attorney	197	1,782	100.2	78.0	91.5	115.0	143.2

STAFF ATTORNEY

National
Salary

	Number of Employers	Salary					
		Number of Positions Reported	Average $(000)	Lower Quartile $(000)	Median $(000)	Upper Quartile $(000)	Ninth Decile $(000)
Staff Attorney	89	532	63.0	51.4	61.0	70.0	86.1

Bonus not reported due to confidentiality.

STAFF ATTORNEY

National
Total Cash Compensation

	Number of Employers	Total Cash Compensation					
		Number of Positions Reported	Average $(000)	Lower Quartile $(000)	Median $(000)	Upper Quartile $(000)	Ninth Decile $(000)
Staff Attorney	89	532	65.3	51.6	62.5	73.4	90.1

RECENT LAW SCHOOL GRADUATE

National
Salary

	Number of Employers	Salary					
		Number of Positions Reported	Average $(000)	Lower Quartile $(000)	Median $(000)	Upper Quartile $(000)	Ninth Decile $(000)
Recent Graduate	31	78	58.1	48.4	55.0	67.9	80.0

Bonus not reported due to confidentiality.

RECENT LAW SCHOOL GRADUATE

National
Total Cash Compensation

	Number of Employers	Total Cash Compensation					
		Number of Positions Reported	Average $(000)	Lower Quartile $(000)	Median $(000)	Upper Quartile $(000)	Ninth Decile $(000)
Recent Graduate	31	78	60.0	48.9	56.3	70.0	83.0